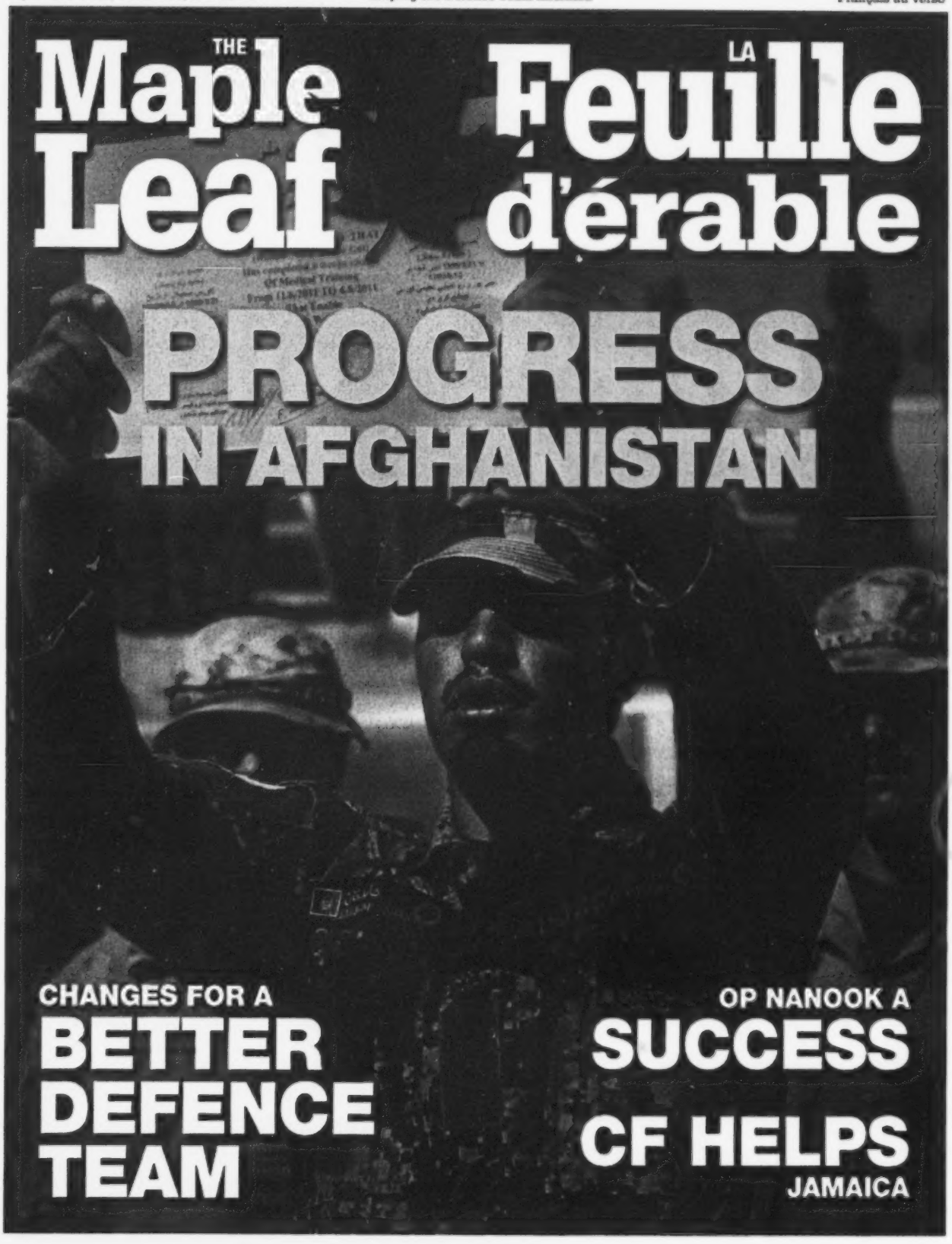
September 2011, Volume 14, Number 27 Keeping the Defence Team Informed Français au verso

THE Maple Leaf

LA Feuille d'érable



PROGRESS IN AFGHANISTAN

CHANGES FOR A BETTER DEFENCE TEAM

OP NANOOK A SUCCESS

CF HELPS JAMAICA

National Defence Défense nationale

Canada

REVITALIZED MAPLE LEAF

SPEAKS TO ENTIRE DEFENCE TEAM

"Welcome to the new Maple Leaf. *A modern, relevant publication created for you, all members of the Defence Team."*

Inside, you will find many new and exciting features that set it apart from its predecessors. As you can see, its look and feel has been modernized, bringing it squarely into the 21st century. And you will find that it is not just the look and feel that has been modernized; articles are now organized differently, too. Instead of being grouped by environment, they are organized by content – exercises with exercises, operations with operations, stories about people with stories about people, and so on.

By logically organizing our articles, we can better explore how Defence Team members—navy, army, air force and civilian—work alongside one another to achieve the same goals.

There will also be a strengthened focus on issues that matter to civilian members of the Defence Team, who were not as represented in the previous publication.

You will see that *The Maple Leaf* has been redesigned with dedicated English and French sections instead of with the two languages appearing on the same page. This allows for longer, more in-depth coverage of the types of stories readers have continually told us they want to see more of: articles about people and the services they need; articles about operations and the people who work hard to make them happen; and articles about policies and programs that affect us all.

Finally, *The Maple Leaf* is now a monthly publication. This is an important move that will allow us time to develop more in-depth coverage and focus on the issues that matter most to you.

So, welcome to the new and revitalized version of *The Maple Leaf*. Pick up your copy after the second Wednesday of every month at bases, wings and DND/CF offices throughout the country.

For recent news, events and evolving priorities that affect CF personnel and DND civilian employees, visit the Defence Team intranet at **http://dt-ed.mil.ca/.** ◆

MESSAGE FROM THE DM AND CDS

ON THE LAUNCH OF THE NEW MAPLE LEAF

Welcome to the first edition of a revitalized *The Maple Leaf*. As one quick glance will tell you, this new paper belongs squarely in the 21st century. Not only is the look and feel modern and engaging, but the national focus of the publication has been reaffirmed, with an emphasis on the people, missions, operations and activities of the entire Defence Team.

As you, members of the Defence Team, read the pages of the new publication, you will find valuable information about the programs and services that civilian employees and military personnel rely upon and need to know. Whether you are navy, army, air force or civilian, in each edition there will be information that speaks directly to you.

The new format allows for more in-depth stories on the topics you care about, while The Defence Team intranet (**http://dt-ed.mil.ca/**) will publish timely Defence information from throughout Canada. You will also see a change in how information is presented within the pages of *The Maple Leaf*.

The Maple Leaf has a storied history dating to the Second World War. It was first created to fill a great need to provide information from back home to the troops on the front lines in Europe. More than 60 years and a few incarnations later, the time has come to once again refresh the only publication that reaches the entire Defence Team readership. *The Maple Leaf* still fills a great need by providing valuable information to all members of the Defence Team.

We invite you to read the publication from cover to cover, and watch for it to hit the streets on the second Wednesday of every month. ◆

Sincerely,

Robert Fonberg
Deputy Minister

General Walt Natynczyk
Chief of the Defence Staff

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COVER:
A graduate of an Afghan National Army combat medic course displays his certificate during a graduation ceremony in Kabul.

PHOTO: MCpl Rory Wilson

As part of their July training to jump from Ukrainian aircraft using Ukrainian equipment, Canadian paratroopers go through the 80th Air Mobile Regiment's obstacle course at the paratrooper recruit school in Lviv, Ukraine.

PHOTO: Cpl Jay Kennedy

PARATROOPERS

Using Ukrainian paratrooper equipment and aircraft, a first for any NATO country, CF paratroopers underwent training with Ukrainian paratroopers in July in preparation for Exercise RAPID TRIDENT 2011.

The July 25 to August 5 exercise involved about 1,600 personnel from NATO and Partnership for Peace member nations Belarus, Canada, Estonia, Georgia, Latvia, Lithuania, Moldova, Poland, Serbia, Slovenia, Ukraine, the UK and the US. In total, 35 Canadians participated in the first week of RAPID TRIDENT, jumping from Ukraine Illusion 76 aircraft and MI-8 helicopters.

Ukraine hosted the exercise at the International Peacekeeping and Security Center in Yavoriv. RAPID TRIDENT 2011 was designed to enhance joint combined interoperability with allied and partner nations to achieve common goals of security, stability and peace. ◆

40 YEARS OF JUMPING

Sgt Scott Dickin, Cpl Corey Douglas and MCpl Dan Keith form a "Tri-by-side" formation, the finale in the SkyHawks show that has been performed at more than 35 events in North America during their 40th anniversary season.

Canada's only military parachute demonstration team, the SkyHawks, will have performed over 35 shows throughout North America during their 40th anniversary season, which will draw to a close in October.

Over the last 40 years, the CF Parachute Team has represented Canada and the Forces to more than 71 million spectators worldwide under their signature Canadian flag parachutes.

Building formations in the sky by bringing their parachutes in close proximity to one another, the team puts on a spectacular show. The 17-member team is based out of Trenton, Ont., at the CF Land Advanced Warfare Centre. The team members, both Regular Force and Reserve, are from various occupations of the Royal Canadian Navy, Canadian Army and Royal Canadian Air Force, and have a wide range of experiences. ◆

RUN, WALK OR WHEEL FOR A GOOD CAUSE

Twenty-five years ago, Canadian wheelchair athlete Rick Hansen embarked on an amazing adventure, the Man in Motion World Tour – a journey of more than 40,000 km in 34 countries over 26 months to raise money for spinal cord injury research.

This determination has not waned. In fact, preparations are underway for the 25th Anniversary Relay in commemoration of the Rick Hansen Man in Motion World Tour. The relay began August 24, in Cape Spear, N.L.; the last stop at a military facility will happen in May 2012, at CFB Esquimalt; and the CF are actively participating in the relay as it passes through 13 CF bases or stations along the way.

A special medal has been designed for the occasion and, during each stop, medal-bearers are using a variety of forms of movement to travel 250 metres each.

In addition to supporting Rick Hansen's cause, the 25th Anniversary Rick Hansen Relay complements the CF's commitment to promoting physical fitness and the rehabilitation and reintegration of injured and ill personnel. Defence Team members and their families are proud to be taking part in this event.

Hansen's original journey inspired countless Canadians and people around the world to raise money for research. In all, Mr. Hansen raised $26 million during his tour.

For more information, visit **www.rickhansenrelay.com.** ◆

WORLD MILITARY GAMES

Ordinary Seaman Yvette Yong aims a kick at her Chinese taekwondo opponent July 23 at the 2011 World Military Games in Rio de Janeiro, Brazil.

OS Yong, from Vancouver's HMCS *Discovery*, earned Canada's first-ever gold medal in the women's under-46 kilogram event. More than 200 CF athletes, coaches and referees joined some 6,000 military athletes from 115 nations at the July 16–24 games, organized by the Conseil International du Sport Militaire. CF athletes competed in 11 individual and team sports. ◆

PHOTO: Cpl Jasper Schwartz

FACE OF OPERATIONS

OP ATTENTION

Operation ATTENTION is the Canadian Forces contribution to the NATO Training Mission – Afghanistan (NTM-A), which delivers training and professional development services to the Afghan National Security Forces (ANSF).

The Canadian effort is concentrated in Kabul, with satellite sites in Herat and Mazar-e Sharif.

CF personnel fill command and training development positions with a focus on providing core professional soldiering and police skills, and leadership, health care and literacy training.

NTM-A was formed in November 2009 to consolidate, standardize and strengthen the training and professional development delivered to the Afghan national security forces by ISAF (a parallel organization) since 2006.

The Canada First Defence Strategy outlines three clear roles for the CF, one of which is contributing to international peace and security. CF participation in Op ATTENTION is one way in which the CF are achieving this goal.

ANA soldiers practise casualty evacuation techniques at the Consolidated Fielding Centre (CFC) at Camp Blackhorse, Kabul.
PHOTO: MCpl Rory Wilson

ANA personnel marshal their transport trucks before deploying on a driver training course at the CFC at Camp Blackhorse, Kabul.
PHOTO: MCpl Rory Wilson

ATION STATISTICS
CF members per mission
to 2011

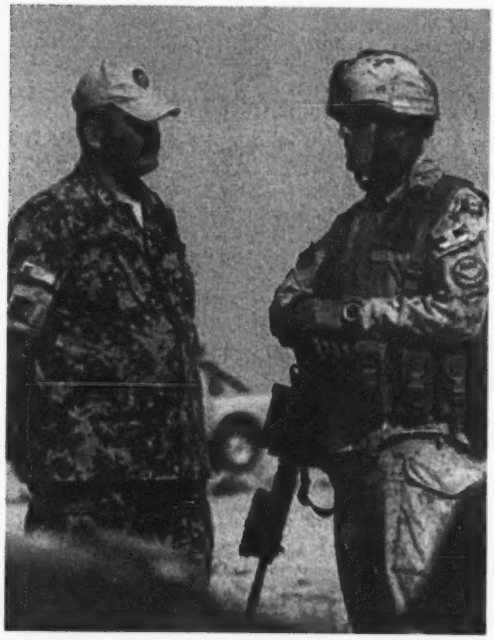


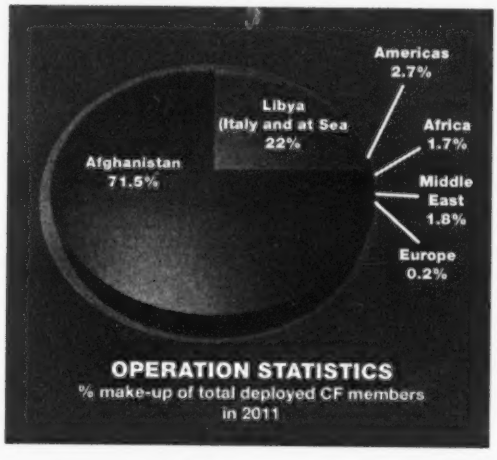
PHOTO: MCpl Rory Wilson

Capt Alan Younghusband (right), of the Canadian Contribution Training Mission – Afghanistan, speaks with the ANA's LCol Ali during an exercise at the CFC at Camp Blackhorse in Kabul.

Some 100 CF advisors and support staff serve at CFC as part of the Canadian contribution to the NTM-A.

PHOTO: MCpl Rory Wilson

WO Tim MacCormac, of the Canadian Contribution Training Mission – Afghanistan, shows Afghan National Army soldiers how to place a charge to detonate an unexploded bomb.



CANADA'S NEW MISSION

BY STEVE FORTIN

It has already been almost 10 years since the first Canadian task force arrived in Afghanistan. In January 2002, the task force worked under Operation APOLLO, and served in Kandahar Province for six months.

Under Op ATHENA, Canada maintained a major whole-of-government effort including a substantial combat force as part of ISAF, first in Kabul and later in Kandahar Province.

Today, Canada's combat role in Afghanistan has ended and our focus is being directed to Op ATTENTION, Canada's involvement in NATO Training Mission – Afghanistan (NTM-A).

This is an ideal opportunity to take stock of Canada's contribution to the training mission with the person heading the Canadian contingent in that country, Major-General Michael Day. He is also the Deputy Commanding General – Army of the NTM-A forces.

As Deputy Commanding General – Army of the NTM-A, how would you characterize your role in that mission, and how would you describe the Canadian contribution?

MGen Day: I actually have two jobs here.

First of all, I like to think of myself as the commander of the Canadian contingent, and that is a little distinct and separate from my job as Deputy Commander – Army. As the Canadian contingent commander, I am responsible for the national command and oversight of all the Canadians up here in the training phase. That's their welfare, their employment, and that's looking after all the things that are uniquely Canadian.

As Deputy Commander – Army, I am responsible, essentially, for building the Afghanistan Army, and that means training it, equipping it, building its infrastructure, fielding it, getting it into the field so that it can be employed. That is the main pillar. I do the same thing for their special forces.

I am also responsible for helping the Ministry of Defence in Kabul to develop into a real vibrant part of the institution of the government of Afghanistan, so it is able to do those things that every ministry is supposed to do. It needs to be able to direct the military-political interface. They need to develop the processes and protocol to sustain not just in a logistical way, but everything from what the force structure is today, to the recruiting piece and the fielding piece.

What are the short-term and long-term priorities of the NATO training mission and the Canadian contribution over the next three years? And how will this mission evolve?

MGen Day: Well, in the short term, what we are really focused on at the moment is actually growing the Army up to 195,000. We are well on our way. Our goal is to get them to 195,000 by the end of 2012, and then to have them fielded with all of the capabilities they need by 2013. That is the short-term.

The longer view is really about getting them to a place where they are capable of playing a very dominant role in the provision of security here in this country. So that, as NATO ramps down its presence and hands over responsibility for security to the Afghans at the end of 2014, the Army that we are building together, between NATO and Afghanistan, they are capable of assuming that responsibility.

As a Canadian contribution, we have three things that we try to achieve. First of all, every Canadian comes here to add operational impact, and to achieve in that mission I've just described.

Secondly, we want to add value to Canada, and we do that by demonstrating that the CF can produce men and women that are equal to any in the world. And we are fortunate—in the quality of the people here, the sacrifices their families make—that the second objective shines every single day.

The third is about the individual. I want to see the individual leave this field having had a professional development experience that makes him a better member of the CF, proud of the contribution he will have made to this mission.

As we are nearing the end of the NATO training mission's second year, are we exceeding expectations in any of the mission's priorities?

MGen Day: I am glad that you mention that it is two years, because a lot of people have this impression that, "Why aren't we there yet? We've been there since '02?" I always say to them, the NATO's training mission has been here since '09. We have been here for two years and we have another three-and-a-half years to go.

There are a number of areas where I think we are just ahead, on track or actually making a lot of progress. Let me give you some examples.

I look at the selection process in terms of where we are at bringing in young recruits. Two years ago, the Army was shrinking, literally; we were losing more people than we were gaining. Today, not only are we growing by four to five thousand every single month, but we now have a selection process that vets those individuals that are not suited. So, we are in great shape on that.

Let me put that into context: Not since the Second World War has any country tried this level of effort and been successful.

What has the CF learned after a decade in Afghanistan and how can we apply that to the training mission; and what does the CF bring to the NATO team?

MGen Day: We have learned all sorts of stuff and I've got the advantage in that my first tour in this country started in March 2002. And I am no different than any other member of the CF; I have learned a number of things about the Afghans, and about the Canadian soldiers.

About the Afghans, I've learned that they are unbelievably patient people. They have suffered for 30 years and yet they are still trying desperately to put their country on the right footing. That type of resilience is remarkable.

How does that apply to the training mission? Well, the training mission is pretty simple. We have got to be patient because we are not going to get there overnight. We have got to be willing to work with our Afghan partners. We have a great training system back home; it produces world-class soldiers and, the fact is, we incorporate the Afghan experience. We roll in our knowledge of the Afghans and you get an almost perfect fit for the demand of today's training mission.

As the Commander, I am proud to say that the Canadians serving here stand out for their good attitude, their dedication and their constant desire to go the extra mile. Countless times, I have seen a young soldier, a corporal or a master corporal, without knowing they were being watched, taking extra time to go over manoeuvres or a lesson on the best way to perform a certain task. It is this willingness to go above and beyond the call of duty, this dedication and professionalism, that set Canadian soldiers apart here.

EX PANAMAX

About 500 CF personnel participated in Exercise PANAMAX, a multinational exercise focusing on the defence of the Panama Canal.

From August 14 to 26, HMCS *Athabaskan*, from Halifax, and HMCS *Algonquin*, from Esquimalt, worked with the US and 16 other nations in an exercise aimed at defending the Panama Canal from terrorist attack, natural disaster or pandemic outbreak in order to maintain the canal's free and open access.

As well, a CP-140 Aurora aircraft deployed to Panama airport to participate in the exercise.

PANAMAX has been held every year since 2003, and Canada has participated, in varying capacities, each year. ◆

HMCS *Algonquin*

CF HELPS JAMAICA FACE MOTHER NATURE

PHOTO: Cpl Roxanne Shevchuk

Members of TF Jamaica and the Jamaica Defence Force shake hands after the August 23 flag-raising ceremony in the Canadian compound at JDF Air Wing's Uppark Camp.

BY STEVE FORTIN

Forty-five people killed; $4 billion in damage; six-metre waves; 700 mm of rain; crops destroyed.

Jamaicans have not forgotten the chaos caused by Hurricane Gilbert in 1988. Many inhabitants of the small island fear only two things: earthquakes and hurricane season. Located in the Caribbean Sea, a corridor that has been racked by devastating hurricanes, the island has been the target of Mother Nature's wrath far too often.

Canada launched Operation JAGUAR in June, after the Jamaican government asked Canada to deploy a detachment of helicopters to support Jamaican Defence Force (JDF) capabilities during the hurricane season.

Through Op JAGUAR, Canada is providing military aviation and search-and-rescue resources in support of the JDF. The operation also provides essential training to CF search-and-rescue teams.

Task Force (TF) Jamaica, which is responsible for the operation, is a detachment of three tactical transport CH-146 Griffon helicopters, crews and support personnel, including five search-and-rescue teams. In total, 65 CF personnel are under the command of Lieutenant-Colonel Christian Lalande of 1 Canadian Air Division in Winnipeg.

Op JAGUAR, an example of Canada's continuing commitment to international peace and security, highlights the importance of Canada's helicopter fleet in today's world.

Through the Military Training and Cooperation Program, Canada has worked closely with Jamaica for many years on projects such as the construction and development of the Jamaican Military Aviation School. Opened in 2006, the school provides training to pilots across the Caribbean. ◆

MOBILE HANDOVER

HMCS *Vancouver* leaves the Strait of Gibraltar and enters the Mediterranean Sea August 16.

Vancouver, a multi-role patrol frigate, departed CFB Esquimalt July 10 to replace HMCS *Charlottetown*, on station in the Mediterranean Sea on Op MOBILE, Canada's contribution to the NATO-led effort to impose on Libya the arms embargo and no-fly zone authorized in UN Security Council Resolution 1973. ◆

PHOTO: Col Brandon D Zundel

MISSION TRANSITION TASK FORCE

PHOTO: MCpl Dan Shoumard

Members of the Mission Transition Task Force – Logistic Support Group and Task Force Engineers deliver sea-container accommodations August 17 to the Afghan National Army at Camp Hero outside Kandahar Airfield. Camp Hero is an Afghan National Army (ANA) camp where US forces mentor the ANA. ◆

A REMARKABLE CONTRIBUTION ENDS

BY STEVE FORTIN

Just before the August 18 stand-down of Joint Task Force – Afghanistan (JTF-Afg) Air Wing, Colonel Al Meinzinger, commander of the Wing since March, spoke about the wing's personnel, successes and closeout.

"I am proud to say that we acquitted ourselves well in our mission, supporting ISAF," Col Meinzinger said. "What I immediately noticed about this team was its operational effectiveness, versatility and professionalism when performing any of the jobs it had to do here."

It was the first time since the Second World War that the CF had deployed a full wing, along with all necessary infrastructure, in a theatre of operations.

The termination of the Air Wing's operations meant the end of the three operational forces under Col Meinzinger's command. It was done in three phases. "The people with Task Force [TF] Erebus sometimes had the UAVs in the air for 20 to 22 hours a day," Col Meinzinger said. "TF Freedom pushed the use of the Griffon and Chinook helicopters to the max, motivating the maintenance and support teams to excel as never before. Moreover, when a group of Afghan and allied dignitaries found themselves unable to return to Kabul, a call to TF Canuck saved the day, and the entire group was quickly transported to safety."

The end of air operations in Afghanistan and the transition to the new Afghanistan mission are signs of Canada's commitment to demonstrate leadership abroad by making significant contributions to national and international operations. ◆

TOUR A SHIP

The 2011 Great Lakes Deployment will take place August 28 – September 26, with HMC Ships *Montreal*, *Shawinigan* and *Summerside* visiting a combined 16 ports along Quebec and Ontario shorelines.

While the month-long tour will raise awareness of the CF, the focus this year is on bolstering Navy recruitment efforts in the naval technical trades.

Defence Team members are encouraged to invite friends, family members and potential recruits to visit these ships while they are docked in their community, and to share information about the many job opportunities available in the Navy and the CF.

Just recently, HMCS *Montreal* carried the Duke and Duchess of Cambridge from Montreal to Quebec City on their Canadian Royal Tour. ◆

SOURCE HANDLER RECRUITING CAMPAIGN

The CF are seeking highly motivated, physically fit volunteers to be part of Joint Task Force X (JTF X), a unit that conducts human intelligence (HUMINT) operations in a variety of environments and conditions in support of CF operations worldwide.

Commanders have always had a need to understand their operating environment. JTF X personnel are a key part of the team that helps deliver this situational awareness. HUMINT collection is also a key enabler that provides near real-time force protection information for CF personnel deployed on operations.

Nominations for the November 2011 source handler candidate assessment program will close October 17.

Personnel interested in applying must visit **http://cdi.mil.ca.** ◆

WHAT'S ONLINE?

http://dt-ed.mil.ca

ROYAL CANADIAN NAVY

Sailors to participate in Tour de Force

A contingent of sailors from the Royal Canadian Navy will participate in the second annual Tour de Force 2011 from September 12 to 18.

This week-long bike tour challenge is divided into seven 70-100 kilometre stages between Toronto and Montreal. Money raised will support the children of military families, providing funding for programs such as Camps for Kids of Deployed Soldiers and the Canada Company Scholarship Fund. The fund helps cover the costs associated with obtaining post-secondary school education for children who have lost a parent serving on active duty. To read more, go to **www.navy.gc.ca**

CANADIAN ARMY

CF team takes home Commonwealth Trophy at Bisley

A group of 12 soldiers from 2 CMBG earned the right to represent the Canadian Forces at this year's International Small Arms Competition in Bisley, UK.

Many hours went into training for the matches. One of the ranges at CFB Petawawa was even revamped to replicate the competition's specifications. To read more, go to **www.army.gc.ca.**

ROYAL CANADIAN AIR FORCE

Polaris delivers 10,000,000th pound of gas on Op MOBILE

When you hit 10 million of anything, it's notable. When it's 10 million pounds of fuel pumped in-flight from tanker aircraft to receiving fighters, it's a major milestone.

"Lost some receivers, poached some, but offloaded 68,000, putting us at 10,040,000 pounds," announced CC-150 Polaris mission commander Captain Mario Gauvin, signalling a new achievement in air-to-air refuelling by 437 Transport Squadron crews and aircraft deployed with Task Force Libeccio on Operation MOBILE. To read more, go to **www.airforce.gc.ca**

DEFENCE TEAM

Operation JADE: Observing the peace

"Air conditioning," says Major Jeremy Watts. "That's the biggest perk of such a well-established mission."

Maj Watts is deployed on Operation JADE, Canada's contribution to the UN Truce Supervisory Organization. UNTSO has deployed Maj Watts in the Golan Heights in support of the UN Disengagement and Observer Force (UNDOF). UNTSO was the UN's first mission and, at 63 years in duration, is its longest-running. "Even the UN has gone to some lengths to provide creature comforts," he says. To read more, go to **http://dt-ed.mil.ca.** ◆

FORCES SUPPORT
DOMESTIC DISASTER RELIEF OPERATIONS

BY CAPT TRAVIS SMYTH

The CF have a long history of participating in domestic disaster relief operations. Within the past year alone, the Forces have operated in four provinces in support of relief efforts in the wake of three floods, one hurricane and multiple forest fires.

Disaster relief is provided to help counter the effects of natural disasters and human-made events on Canadians. While such missions are unpredictable, threats like hurricanes or floods tend to be seasonal, so contingency plans ensure that military resources are prepared to respond as appropriate.

Domestically, the CF typically assist Public Safety Canada in responding to natural disasters that are beyond the capabilities of provincial or territorial authorities or for which the CF can offer unique skills. In such cases, CF assets can be in location providing assistance to Canadians within 24 hours (or less) once a formal request for assistance is received by the Government of Canada from the government of the affected province or territory. The only exception to this is if the scale of emergency results in a declaration of a "national emergency" under the *Emergencies Act*, or the disaster impacts an area of federal jurisdiction.

When federal government direction is received, Canada Command, the lead authority for CF involvement in domestic disaster relief operations, will direct regional Joint Task Forces in their coordination of CF participation alongside other government partners. Although civil authorities remain in control of disaster relief, CF personnel and assets remain under CF command at all times.

"The most significant attribute of CF involvement in domestic disaster relief operations is our mobility," says Captain(N) Steve Waddell, deputy chief of staff (operations and training) at Canada Command. With the mix of mobile capabilities, an inherent organized structure, and proven command and control, the CF can deploy rapidly and with immediate effect.

Domestic disaster relief operations usually make use of CF resources that are either self-contained or supported through bases or formations close to the affected region. In most cases, the CF are able to contribute personnel, logistics, transportation and communications support to the civil authorities. Recently, the Forces provided flood relief in Manitoba (Operations LUSTRE and LYRE) and Quebec (Op LOTUS), emergency air evacuations during Ontario forest fires (Op FORGE), and emergency hurricane relief in Newfoundland and Labrador (Op LAMA).

"In the aftermath of recent domestic relief operations, Canada Command will continue to place emphasis on working with the Royal Canadian Navy, Canadian Army and Royal Canadian Air Force to ensure the appropriate balance of forces is available and positioned for short-notice deployments," Capt(N) Waddell says. "The key is to always be ready for the home game while remaining mindful of our ongoing force generation, expeditionary and search-and-rescue obligations." ♦

Pte Jennifer Dijeh, 26th Field Artillery Regiment.

CF RESPONSE

Every CF response to a disaster relief operation will:

- be **tailored** to meet recognized needs;
- employ a **modular and scalable** approach to deploy only what is needed;
- be **balanced and supportable** at all times; and
- be able to be **partially deployed**, be **deployed independently** as a task force, or **become part of a larger organization**.

Op LUSTRE
The CF response to a request for federal assistance from the Province of Manitoba to assist people affected by the floods along the Assiniboine River in Manitoba.

Op LYRE
CF personnel were deployed to the town of Souris, Manitoba, on CF Operation LYRE to assist provincial and municipal authorities in reinforcing flood control measures along the Souris River.

Op LAMA
Operation LAMA was the CF assistance to civil authorities after Hurricane Igor passed the southern shore of Newfoundland, knocking out power and washing out bridges with more than 200 mm of rain.

In October 2010, more than 1,000 personnel from the RCN, Canadian Army and RCAF coordinated with the federal and Newfoundland and Labrador governments in this effort.

Op FORGE
The CF, as part of a whole of government effort, is assisted the Government of Ontario in the emergency evacuation by air of persons threatened by wildfires in northern Ontario.

Op LOTUS
The CF moved quickly to initiate Operation LOTUS through Joint Task Force East led by Canada Command, to respond to the floods in Montérégie, Québec.

CHANGES
FOR A BETTER DEFENCE

Change is, and has always been, an inevitable part of life. However, it seems that the pace of change has intensified in recent years and will continue to shape the defence environment. As members of the Defence Team and as Canadians, we are no doubt aware that the global economy is recovering from the deepest recession since the 1930s.

To ensure Canada's long-term economic health, the federal government announced in its 2011 budget that it is committed to returning the country to a balanced budget by 2014–15. Federal government departments must collectively find savings in order to meet this commitment. In order to find these savings, there are many change initiatives currently underway at DND/CF (see box "Change Initiatives").

Working in Ambiguity

No doubt, many questions are associated with the changes currently underway at DND/CF, and with changes that will be made in the future. Change often comes with ambiguity.

"Being able to manage in an ambiguous environment is a key part of adjusting to change," explains Gail Johnson, Director General Human Resources Strategic Directions for the Assistant Deputy Minister (Human Resources – Civilian). "During periods of change, the majority of the time is spent in a state of uncertainty, which can often lead to anxiety. It is important that employees understand that this is a normal part of the process. The Directorate of Change Management has been established to help the organization as it moves through change initiatives."

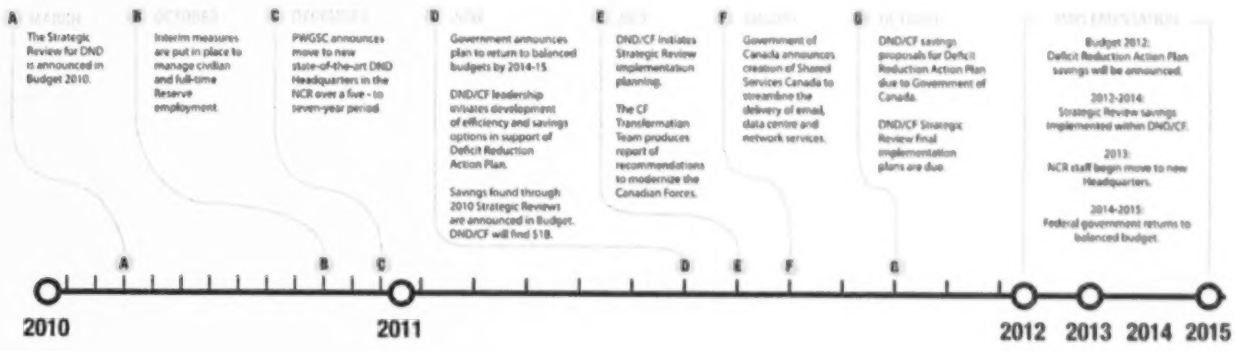
While all the questions do not yet have answers, there are resources available to help manage change.

Although change is occurring at all levels of the organization, it is important to keep in mind what remains the same – most notably, our long-term vision of building a first-class, modern military that is ready to take on the challenges of the 21st century. While members of the Defence Team will have to manage activities within an environment of constrained operating budgets, National Defence remains steadfast in its commitment to the fundamental tenets of the Canada First Defence Strategy.

Next steps

Keeping the Defence Team informed throughout this change process is a top priority. This is the first article in the series "Focus on Change", which will be featured in *The Maple Leaf* and will discuss the changes within the Defence Team, and how each of us can manage change. As new information becomes available, the Defence Team will be given all information possible.

For more information about the changes within DND/CF, please visit the Defence Team intranet at **http://dt-ed.mil.ca**. ●


A
The Strategic Review for DND is announced in Budget 2010.
B
Interim measures are put in place to manage civilian and full-time Reserve employment.
C
PWGSC announces move to new state-of-the-art DND Headquarters in the NCR over a five - to seven-year period.
D
Government announces plan to return to balanced budgets by 2014-15.
DND/CF leadership initiates development of efficiency and savings options in support of Deficit Reduction Action Plan.
Savings found through 2010 Strategic Reviews are announced in Budget. DND/CF will find $1B.
E
DND/CF initiates Strategic Review implementation planning.
The CF Transformation Team produces report of recommendations to modernize the Canadian Forces.
F
Government of Canada announces creation of Shared Services Canada to streamline the delivery of email, data centre and network services.
G
DND/CF savings proposals for Deficit Reduction Action Plan due to Government of Canada.
DND/CF Strategic Review final implementation plans are due.
Budget 2012: Deficit Reduction Action Plan savings will be announced.
2012-2014: Strategic Review savings implemented within DND/CF.
2013: NCR staff begin move to new Headquarters.
2014-2015: Federal government returns to balanced budget.
2010
2011
2012
2013
2014
2015

MANAGING CHANGE

Here are some of the things you can do to manage, adapt to and support change:

- **Recognize that change does happen.** Remember that these changes are about being more focused, more modern and more efficient.
- **Stay in the loop.** Seek information and educate yourself about the changes; read important documents and e-mail related to the changes ahead; and use the resources available on the "Focus on Change" site at **http://dt-ed.mil.ca.**
- **Look for ways to be creative and innovative in the way we work.** Collaboration and innovation can occur if we look for ways to make it happen.
- **Communicate with others.** Ask all the questions you need to ask – talk to your manager, supervisors and colleagues. Participate in discussions and meetings. Take advantage of this dialogue to provide feedback and new ideas.
- **Do a self-assessment.** Get to know how your work fits within the bigger picture and if you have new responsibilities or different tasks to accomplish.
- **Be flexible.** Take advantage of occasions to demonstrate your abilities to face new challenges creatively. Ask yourself: Which of my skills can I apply to this new situation?
- **Be positive in your actions and attitudes.** Focus on the opportunities. Embrace the opportunity to break new ground.
- **Keep a healthy work-life balance.** Work-life balance can reduce stress, at home and at work. Here are a few tips and resources you can use: Consult departmental resources such as the Employee Assistance Program for civilians and the CF's Health Promotion Program; explore the GCPedia page called "Leading Change"; and take the Learning and Career Centre course titled "You and Change."

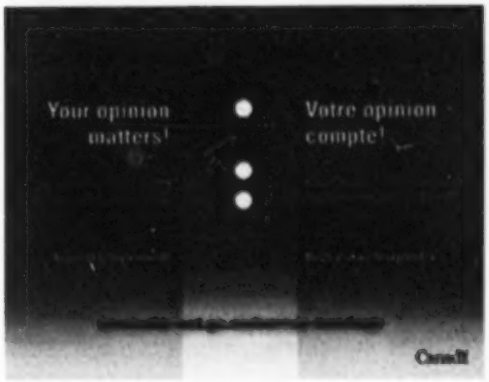
CHANGE INITIATIVES

Some change initiatives currently underway within Defence are:

- **Strategic Review** (March 2010), an ongoing government-wide assessment process for all direct government spending to ensure value for money system to better manage federal spending. For members of the Defence Team, it means that DND/CF had to examine their spending in order to find savings and inefficiencies. The 2010 federal budget required DND/CF, and 12 other federal departments and agencies, to undertake a Strategic Review of all of their programs; as part of the review, DND/CF's budget will be reduced by $525 million in 2013–13 and $1 billion annually beginning in 2013–14;
- **Deficit Reduction Action Plan** (June 2011), a one-time review of the cost of delivering programs and operations by the federal government. This review is presently being conducted and picks up where the Strategic Review leaves off. It involves 67 departments and agencies, including DND/CF, and focuses on operating expenses. The Deficit Reduction Action Plan is an opportunity to modernize how the government does business – to deliver the right programs at the right cost. Departments are being asked to develop both five- and 10-per cent savings scenarios. DND/CF will submit its findings in October, with the savings to be announced in Budget 2012;
- **New Headquarters** (December 2010), which will consolidate and reduce of the number of DND/CF locations in the National Capital Region from 48 to just seven. Consolidation will reduce operational and accommodation costs, strengthen departmental security and help the Defence Team work more effectively and efficiently together;
- **Workforce Management** (October 2010), an ongoing initiative starting to rebalance the civilian and reserve workforces at National Defence by ensuring the right people are in the right jobs, in the right places;
- **Modernizing Defence governance** (June 2011), which involves changes to improve "how the department is governed". The changes include:
  - the introduction of a Chief Financial Officer;
  - centralizing all departmental financial management and oversight within ADM (Fin CS);
  - transferring a number of responsibilities previously held by ADM (Fin CS) to other L1s; and
  - the creation of a dedicated Corporate Secretary to deliver Corporate Services;
- **Shared Services Canada** (August 2011), is the organization created for the consolidation and streamlining the delivery of e-mail, data centre, and network services across the Government of Canada; and
- **CF Transformation** (July 2011), the internal exercise that builds on the Government's commitments to modernize the CF, and is aimed at making the CF better and more nimble.

FOCUS ON PEOPLE

YOUR OPINION MATTERS: COMPLETE THE SURVEY TODAY



Federal public servants have the opportunity to confidentially express their opinions about leadership and workplace conditions by completing the government-wide Public Service Employee Survey (PSES).

DND civilian employees will be able to participate in the voluntary survey, which runs from August 29 to September 30.

The survey, the only one of its kind in the Pubic Service, provides an interesting look at the opinions of the civilian workforce at DND. For example, results from the previous survey, conducted in 2008, indicated that 86 per cent of civilian respondents liked their jobs, and 76 per cent would recommend DND as a good place to work. By having employees and managers work together, DND hopes to achieve a minimum 70-per cent response rate.

Information from the survey enables individual organizations and sections within Defence to focus on areas that require improvement. This detailed information allows managers and employees to initiate concrete actions in their own areas and, where warranted, across the Public Service.

The survey takes only 15 to 20 minutes to complete. Managers are encouraged to provide time for civilian staff to complete the survey during their normal working hours. The survey is open to all public servants (indeterminate, term, seasonal and casual employees) as well as students and Government-in-Council appointees.

Statistics Canada is administering the survey on behalf of Treasury Board Secretariat. DND employees can complete the survey online. Employees with computer access will receive a unique survey access code by e-mail. When completed, the survey is encrypted and sent electronically to a Statistics Canada database. Survey results will be available in January 2012.

Paper questionnaires with sealable return envelopes are available from managers for employees who do not have computer access. Alternative formats are also available.

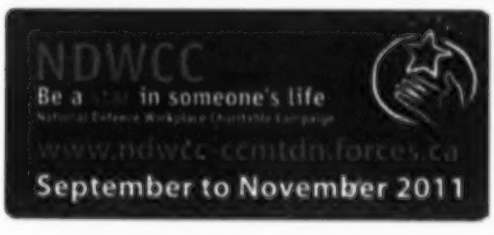
The survey supports Public Service Renewal efforts underway at DND by providing leadership with a way to measure progress and see how changes resulting from renewal affect the workplace. This helps DND understand employees' opinions on current and future needs of the civilian workforce, which will ensure that we can meet the challenges of the years ahead.

The results will feed into DND's performance assessment through the Management Accountability Framework. Deputy heads government-wide will be able to compare their results with those of other departments and jurisdictions.

By taking the time to fill out the survey, and encouraging others to do the same, you are helping to shape your workplace and the future of the Defence Team.

For more information about the PSES, go to **www.tbs-sct.gc.ca/pses-saff/index-eng.asp.**

Make your voice heard! ◆



MANAGING FOR A NEW DECADE

Don't forget to mark your calendars for the Annual National Defence Manager's Network Symposium. This year's theme is "Managing for a New Decade".

What Annual Defence Managers' Network Symposium

When November 2–4

Where Ambassador Conference Resort, Kingston, Ont.

Presenters
- Defence Deputy Minister Robert Fonberg
- Assistant Deputy Minister (Science and Technology) Dr. Marc Fortin
- ADM (Materiel) Dan Ross
- Chief of Transformation Lieutenant-General Andrew Leslie and others

Workshops
- Women in Leadership and Work/Life Balance in the New Decade
- Coaching Practices for Managers (En/Fr sessions)
- Public Service Pension Plan – Retirement Planning Info Session (En/Fr sessions)
- Knowledge Management for the Next Decade and more

Online registration http://mn-rg.mil.ca

Sept 7–16
- NCR personnel: LCol/Cdr/Maj/LCdr/CWO/CPO1/MWO/CPO2 and EX minus 1–3
- regional personnel: LCol/Cdr/Maj/LCdr/Capt/Lt(N)/CWO/CPO1/MWO/CPO2 and EX minus 1–4

Sept 19–23
- open, dependant upon availability

EMPLOYMENT EQUITY AND DIVERSITY WORKSHOPS

Since March 2011, the Directorate of Human Rights and Diversity and the Directorate of Diversity and Well Being has been holding Employment Equity (EE) and Diversity Workshops in various locations throughout Canada. These workshops both inform and raise awareness of basic EE and diversity regulations and policies.

CFB Borden: September 28–29
CFB Valcartier: October 26–27
CFB Halifax: November 16–17
CFB Winnipeg: November 30–December 1

For more information and to register, go to http://hr.ottawa-hull.mil.ca.

RECOMMIT TO BE FIT

"Building and sustaining a strong, healthy and fit CF is a shared responsibility between leadership and all CF personnel. This begins with officers and senior non-commissioned members who are fully committed to a culture of health, who lead by example and who provide training opportunities for personnel to adopt a lifestyle dedicated to eating well, engaging in regular physical activity, maintaining a healthy weight, building effective coping skills for stress and anger, and living addiction-free."

— *General Walt Natynczyk*
Chief of the Defence Staff

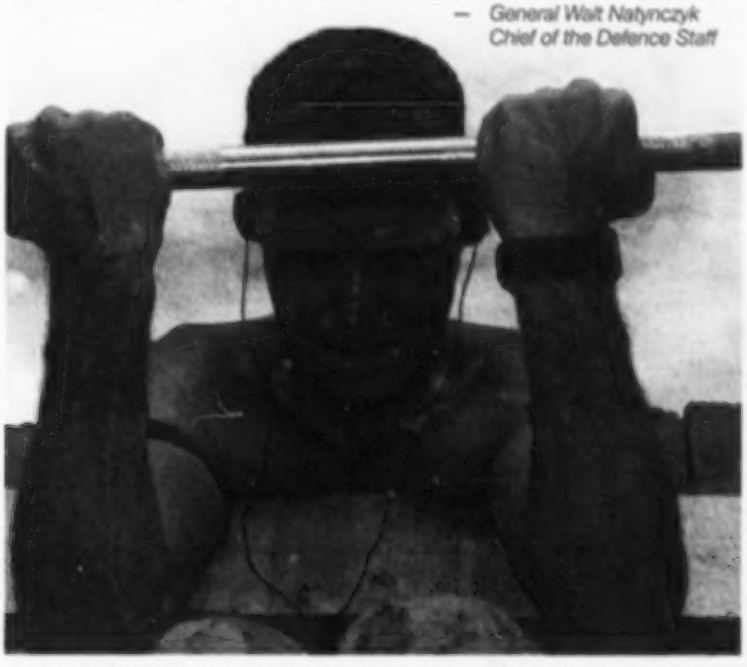


PHOTO: MCpl Kevin Paul

LCol Dave Quick does bicep curls outside the tent gym at the Canadian Forward Operating Base, Ma'sum Ghar, Afghanistan, while deployed on Op ATHENA in 2007. A high level of fitness helps troops cope with the physical stress of operating in a hot environment.

PHOTO: Corporal Shilo Adamson

Crew of HMCS *Fredericton* conduct group exercise on the flight deck in November 2009 while deployed to the Arabian Sea, Gulf of Aden and Horn of Africa to conduct counter-piracy and counter terror operations on Operation SAIPH. Various training equipment onboard the ship as well as group exercise allow members to stay fit while at sea.

PHOTO: Corporal Shilo Adamson

Firefighter Sgt Kevin Stevens, works out on the treadmill aboard HMCS *Fredericton* while deployed on Op SAIPH in November 2009.

It's easy being active in the summer. From hiking to swimming, kayaking to roller-blading, the summer months beckon us outside. Summer is also when fresh fruits and vegetables are most plentiful and when grilling our meals becomes a daily ritual. But as autumn approaches and the days start to cool off, it can become easy to neglect physical activity. With more demands on our time, a new school year and possibly even a new job, making exercise a priority is not always as easy.

However, for all members of the Defence Team, regular physical activity should be considered a lifestyle rather than a task. It should be just as important - and routine - as getting the kids off to school, going to work, or making dinner. People who are healthy and physically fit are less prone to fatigue and injury, and are therefore more effective in performing their jobs.

Experts in the field of physical fitness are consistent in their assessment that 60 minutes a day of accumulated light to moderate physical activity, or 20-30 minutes of vigorous physical activity every other day, is required to attain health benefits for the general population. These general fitness guidelines are applicable for all members of the Defence Team and their families.

The CF are committed to promoting a culture of health and fitness. In fact, military personnel must possess a higher degree of health and fitness than the general Canadian population to function in complex and demanding environments where strength and endurance could be the difference between the success, or failure, of an operation. The adoption and maintenance of a healthy lifestyle by CF personnel is a critical component to success in operations.

Unless exempt, members of the Regular Force and Primary Reserve are required to meet the mandatory physical fitness standard on an annual basis to ensure they are physically capable of performing basic military duties. Members of the other Reserve sub-components, i.e., Canadian Rangers, Cadet Instructor Cadre (CIC) and Supplementary Reserve, are required to meet the mandatory physical fitness standard on an annual basis if attached, seconded or transferred on consent to the Regular Force or Primary Reserve. Personnel are expected to perform to the standard of the environment in which they currently serve. However, those employed in groups other than Army, Navy or Air Force (i.e. VCDS., CMP, Fin CS etc), are expected to perform to the standard of the uniform they wear.

So, take the time this fall to recommit to a fit lifestyle. Try out a new fitness class, do some work around the yard, join a sports team, and visit your local farmers' market for some healthy fall produce. Investing in health is always time and effort well-spent. ●

CF MINIMUM PHYSICAL FITNESS STANDARDS

CF EXPRES EVALUATION SCORES	MALE		FEMALE	
	34 YRS AND UNDER	35 YRS AND OVER	34 YRS AND UNDER	35 YRS AND OVER
STEP TEST/ EPREUVE (ml/kg/min-1)	39	38	32	30
20 MSR (stage completed)	8.0	6.0	4.0	3.0
HAND GRIP	76	73	50	48
SIT UPS	19	17	13	13
PUSH UPS	19	14	09	07

4&3 OR MORE PER DAY CHALLENGE!

SEPTEMBER 21–OCTOBER 4

What is it?
The 4&3 or more per day Challenge uses an online tracker designed to encourage you to meet your target of 4 vegetables and 3 fruit or more per day.

How it Works:
- Register online (INTRAnet access required);
- Keep track of your daily vegetable and fruit consumption for 2 weeks; and
- Update your results online and track your progress.

Why YOU should sign up!
- Find out how many servings you're eating and track your progress;
- Receive updates and tips;
- Resources and recipes;
- Prizes;
- And more!

REGISTER STARTING SEPTEMBER 14

WWW.FORCES.GC.CA/4-3

MY ROLE IN THE CFDS

MY ROLE IN THE CFDS features military and civilian personnel and occupations throughout the Defence Team. Featured profiles use real-life stories to illustrate the dedication, excellence and professionalism of personnel and employees in their day-to-day jobs under the purview of the Canada First Defence Strategy.

RANGER AARON SALO: PATROLLING THE NORTH

Ranger Salo is proud to be a Canadian Ranger. He joined the Rangers two years ago, when the 57th Canadian Ranger Patrol was stood up in Faro, Yukon.

"Rangers are a military presence in communities where the military can't be," he says, "or where it doesn't make sense for them to have military personnel full time."

Faro is a small town of about 400 residents in the Tintina Valley, cradled between the Hess and Pelly Mountains. Ranger Salo returned home to the Yukon a little over three years ago and, though he didn't know much about the Rangers, he jumped at the chance to join the Faro patrol when it was formed.

"It's really helped me straighten my life out," he says. "I didn't really know where I was going beforehand but now I'm more involved in my community and I volunteer for things and try to be more responsible. I believe being a Canadian Ranger has made a positive impact on my life."

Ranger Salo recently deployed on Operation NANOOK, a sovereignty exercise in Canada's eastern Arctic. "We did lots of training exercises, working with the military," he says. "They had one of the medics go over first aid training with us, which was very helpful and important."

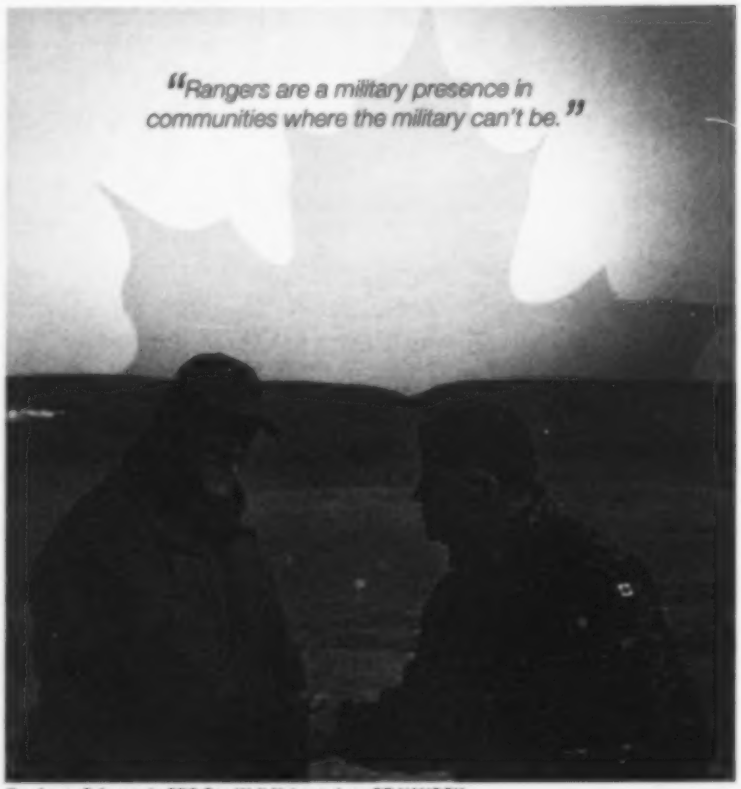
The Rangers on NANOOK also provided important services for other CF personnel deployed on the operation. Ranger Salo and others escorted CF personnel to an outdoor shooting range near the main camp in Resolute Bay. "We were providing predator protection," he explains. "It's important because the military is not allowed to shoot at wildlife, so we were there to support them if there was a threat from polar bears or other animals."

Rangers' contributions are vital to Canadian sovereignty and to the CF presence in the North. Canada's commitment to security and sovereignty in the North means that the Rangers will continue to be at the forefront of that presence. "We're the eyes and ears for the Canadian Forces," Ranger Salo says.

The Canada First Defence Strategy outlines several initiatives that will help the CF increase their presence in the North and better respond to incidents and potential challenges to Canadian sovereignty in the Arctic. One is the expansion of the size and capabilities of the Canadian Rangers. More than 4,400 Rangers currently patrol in 163 communities in all provinces and territories except Nova Scotia, New Brunswick and Prince Edward Island.

Canadian Rangers have also been recognized for their significant contributions to their communities in times of disaster. Most recently, Rangers from 3rd Canadian Ranger Patrol Group assisted in evacuation efforts when the Northern Ontario communities of Fort Hope and Sandy Lake were threatened by wildfires. Over two days, Canadian Rangers coordinated logistics, communicated with families and helped residents in the communities board aircraft for evacuation.

"Before I joined the Rangers, I didn't realize how widespread we are," Ranger Salo says. "It's important for us to gather as a group and pass on the knowledge from one Ranger to another, and pass on our knowledge of the land to the military. We have a very important role. It definitely gives me a sense of responsibility within my community." ✦



Rgr Aaron Salo greets CDS Gen Walt Natynczyk on OP NANOOK.

SETTING THE EXAMPLE

BY CAPT TRAVIS SMYTH

In recent years, there have been several high-profile cases concerning unethical decisions made by senior members of the Defence Team. Such incidents spotlight both the importance of ethical behaviour and ethics training for all members of DND/CF, and the legal and personal repercussions of unethical actions.

What are Defence ethics? Ethics can be defined as a system of moral principles that distinguish right and wrong actions, or good and bad motives. Apply this concept to the defence community, and we have defence ethics.

Many of us have faced a situation in the workplace where a question of ethics must be addressed. Often, the lines are blurred and the best course of action may not be obvious. Whatever the result, we must make decisions with an eye to the values expected of us in the workplace – values such as duty, integrity, courage and loyalty to the organization we collectively serve.

> *"The health of the workplace will only be as strong as the ethical standards expected of and carried out by its workforce."*

"When we fail to live up to these standards, it creates a climate that undermines discipline, unit cohesion and the teamwork that is so essential for success in our missions," says General Walt Natynczyk, Chief of the Defence Staff. "In these circumstances, we will act and follow our procedures to do the right thing for the Forces and for Canada."

Whether in the office or on operations, we have ready access to the Defence Ethics Programme (DEP), a comprehensive values-based programme put in place to meet the needs of DND and the CF, at the individual and the organizational levels. The aim and primary focus of the DEP is to foster the practice of ethics in the workplace and on operations, so that members of the Defence Team will consistently perform their duties to the highest ethical standards.

The DEP incorporates essential elements of the "Values and Ethics Code for the Public Service" and the CF's military ethos as described in "Duty with Honour". It also emphasizes other values such as courage and responsibility for military personnel, and "impartiality" for public servants.

"In short," says DEP director Captain(N) Paul Catsburg, "the Defence Ethics model jointly reflects the expectations that Canadians have for both public service employees at DND and military members of all ranks in the CF. It upholds and trains to an ethical standard appropriate for the mission of defending Canada.

"Like any large organization, the health of the workplace will only be as strong as the ethical standards expected of and carried out by its workforce. Education and training to that standard are the keys to the success of the DEP, and an ethically sound Defence workplace."

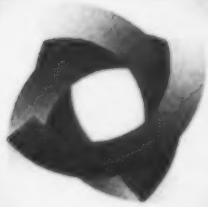
And it *is* a high standard – but Canadians deserve no less.

The DEP cannot do this alone. Although Chief Review Services has oversight responsibility for the programme, it is the responsibility of every organization within DND/CF to implement defence ethics in its own organizations, at NDHQ and at the base or wing unit level.

For more information about the Defence Ethics Programme, go to **www.ethics.forces.gc.ca.** ◆

DEFENCE ETHICS Programme

WHAT WOULD YOU DO?



Leaky ships don't sail

"Marc, why don't you just leave this alone?" asks Marc's wife, Julie. *"We've talked about this enough."*

While Julie is a retired senior officer, Marc is a colonel currently helping to identify savings opportunities within his organization. Having been in the position for more than a year, Marc and his team are responsible for analyzing how key functions are carried out within his organization, the modernization of roles and tasks, and if such functions can be done more efficiently and cost-effectively.

"But Julie," Marc responds, *"nobody is listening to me. And the final report is about to be written, which will likely recommend cuts that I don't agree with,"* he says with frustration.

"Marc I know how difficult this is for you and how strongly you feel about this issue," Julie says. *"But you stated your objections to the director general and he thanked you for your advice but said that the decisions have already been made. That means 'get on with it'. You have no other choice unless you want to put in your release earlier than we planned."*

"Yes, I do have one other option," Marc insists. *"The public should know about this before the wrong decisions are made. I wouldn't be the first person to do this."*

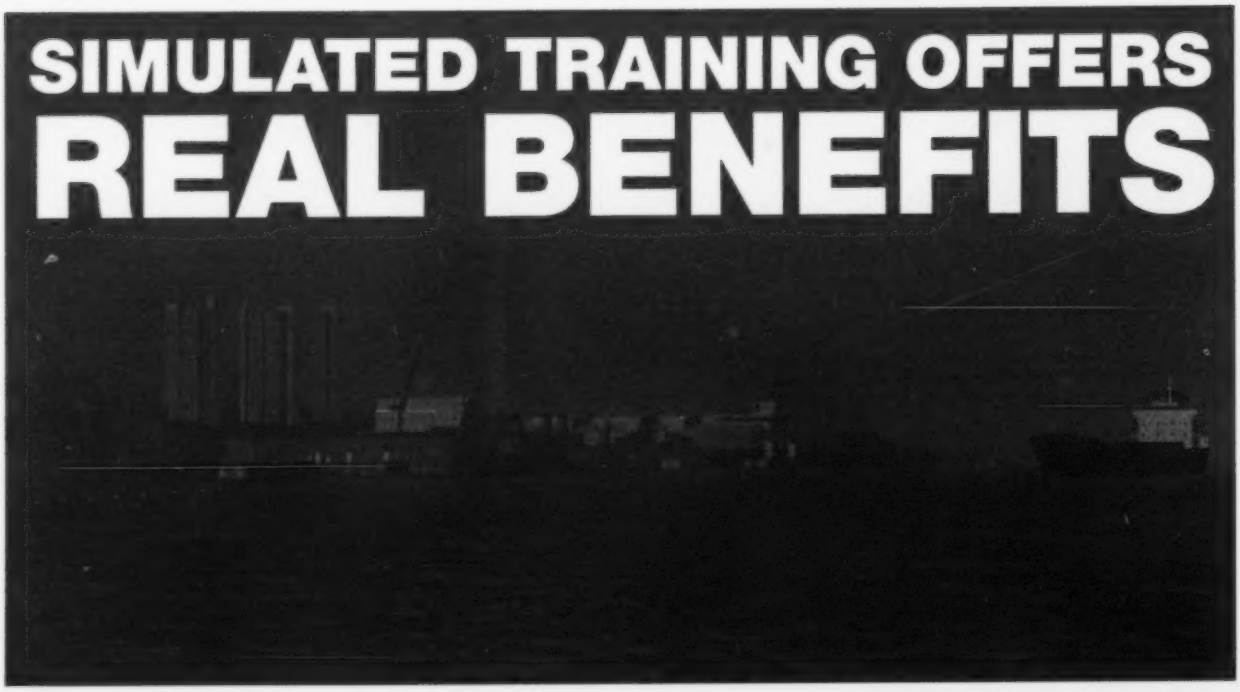
"Marc, you already know what I think of that option," Julie argues. *"It's illegal and unethical and, if you get caught, you could be charged and court-martialled even after you're released. You've always been a loyal officer. Don't let a possible decision—that is not your responsibility—get the best of you. Besides, you don't have the bigger picture and all the information."*

"But, Julie, the cuts being considered are wrong, and I believe I am being loyal to the bigger picture," Marc insists.

"Marc, give this more thought," Julie says. *"I don't think it's the best option for you."*

From a Defence ethics point of view, how would you advise these people? Send your comments, and suggestions for future ethics scenarios (anonymously, at your request), to ethics-ethique@forces.gc.ca. Reader feedback and a Defence Ethics Programme commentary on each case are published at **www.ethics.forces.gc.ca.** ◆

SIMULATED TRAINING OFFERS REAL BENEFITS



In each environment—Navy, Army and Air Force—simulators are being put to good use, supporting training initiatives, improvements in interoperability and long-distance exercises, while saving considerable money in the process.

BY LESLEY CRAIG

If all you looked at were the computer screens, you could be forgiven for thinking you were in Afghanistan. After all, that was the point of the whole exercise.

In reality, the participants of Exercise Allied Auroras 2011 were scattered around the globe, in Kingston, Ont.; Kansas and California; Puckapunyal, Aus; and Linton, N.Z.

Run in July, Allied Auroras was an exercise designed to improve the interoperability of the ABCA (American, British, Canadian, and Australian and New Zealand) Armies coalition while testing the feasibility of distributed (distance) training using in a synthetic environment. ABCA comprises the US Marine Corps; and the US, UK, Canadian, Australian and New Zealand Armies; members from all of which often find themselves working alongside one another in-theatre.

"Think about the coalition as a hockey team, and Canada will always contribute one line," explains Major-General Alan Howard, Assistant Chief of the Land Staff. "In the past, the hockey team has had to get on the rink with no practice and that's really tough – but bringing everyone together physically is costly in time and money. This way, we can simulate team play using information technology."

The synthetic environment developed for Allied Auroras showed up on the computer screens of personnel in Kingston, Kansas and Puckapunyal, and all other locations of participating ABCA personnel. For all that CF personnel in Kingston knew, their Australian colleagues could have been working just down the hall. Instead, they were 14,000 kilometres away; the simulation added up to an incredible savings in time, money and resources.

The Royal Canadian Air Force is reaping similar savings through its use of a variety of flight simulators. Aside from the obvious savings in fuel, the use of simulators saves wear and tear on the aircraft, thereby extending their lifecycles, and offers opportunities to practice a mission virtually, before flying it live.

However, the addition of a synthetic environment multiplies the benefits of these simulators exponentially. In the synthetic environment, the simulator operators can see each other, talk to each other and fly with or against each other. They can even choose where they want to fly, be it Vancouver or Kandahar, by selecting the environment from the visual terrain database. The database hosts incredibly realistic environments composed of thousands upon thousands of real photos.

As with the distributed training of ABCA, these synthetic environments allow the RCAF to train together from its home bases, without incurring costs of time and travel. This will be particularly helpful once the Chinook helicopters arrive in Petawawa.

"Normally Chinooks fly with escorts—those would be the Griffons—but the Griffons are in Edmonton, Valcartier and Gagetown," explains RCAF simulator project director Lieutenant-Colonel Rick Thompson. "In order to exercise with your escorts, which you're supposed to do frequently, you'd have to fly from Petawawa to Edmonton – and that's a long way. We're going to be doing at least a portion of that training virtually. So, the lads just climb in the simulators in Petawawa, they're on radios with their buddies in Edmonton and they can practise flying manoeuvres with escorts."

CH-146 Griffon helicopter mission rehearsal tactics trainers are being built at 1 Wing Kingston.

The Royal Canadian Navy is also using simulators in a number of ways, such as in training maritime surface and sub-surface officers. The training takes place in an eight-bridge simulator at the Naval Officers Training Centre in Esquimalt. The simulator replaced four destroyers that were previously filling the training needs of the centre.

"It's extremely cost-effective," says Captain(N) (Ret) Ken Scotten, the simulator manager at NOTC Venture. "The cost to run this facility—all the bridges—for a year, is about the equivalent of the cost to run an old destroyer for a week."

The training offered by the simulator is also superior to that offered by destroyers. "We control the environment in the simulator," Capt(N) Scotten explains. "In the old days, when you were training out in the Gulf islands in the winter, it's raining, cold weather, the ship may not work that day, or it might be called off to a search and rescue. For any number of reasons, it may not be available or the environment might not be such that it meets the training specifications."

"You also don't have the same risk factor that you would if you were conducting training in a real ship," adds Capt(N) (Ret) Ken Watson, the navigation and bridge simulator operations manager. "In a real ship, if you make a mistake, it's got higher consequences, whereas in a simulator, you can allow the students to make more mistakes and to learn from them so that they don't repeat them in the real world."

As the simulators continue to evolve, the possibilities they hold for the future are innumerable. For now, the CF continue to make the most of their resources – real and virtual. ◆

HISTORIC NAMES RESTORED

Defence Minister Peter MacKay announced August 16 that the Government of Canada had restored the historic designations of Canada's Armed Forces: the Royal Canadian Navy (RCN), the Canadian Army (CA), and the Royal Canadian Air Force (RCAF).

"Restoring these historic names is an important way of reconnecting today's military personnel with the proud history and traditions they carry with them as members of the Canadian Forces," he said. "A country forgets its past at its own peril. From Vimy Ridge to the Battle of the Atlantic and from Korea to the defence of Europe during the Cold War, the proud legacy of the Royal Canadian Navy, the Canadian Army, and the Royal Canadian Air Force will once again serve as a timeless link between our veterans and serving soldiers, sailors and air personnel."

August 16 is a highly significant date; these historic names were restored exactly 100 years after King George V signed a letter granting the "Royal" designation to what was then the Naval Service of Canada, making it the Royal Canadian Navy.

By restoring these historic names, the CF are also restoring an important part of their past. These were the names under which Canadians fought and emerged victorious from the First and Second World Wars, and the Korean War, and contributed to the defence of Europe and North America in the early days of the Cold War. Canadians served under these names on our first international peacekeeping missions. ♦

"Restoring these historic names is an important way of reconnecting today's military personnel with the proud history and traditions they carry with them as members of the Canadian Forces."

NATIONAL DEFENCE SUPPORTS 10TH ANNIVERSARY OF 9/11

As September 11 marked the 10th anniversary of the 9/11 terrorist attacks in the US, many Defence Team members remembered those who lost their lives in the tragedy – among them, 24 Canadians. Nationwide, many also took the time to recognize the men and women of the Defence Team who have made and continue to make extraordinary efforts to support Canada's part in the campaign against terrorism.

The CF responded immediately to the attacks through Operation SUPPORT, assisting thousands of airline passengers stranded in Canada when their planes were diverted from US destinations. Although the planes received permission to fly into the US 24 hours later, the backlog took many days to clear.

About 150 planes and 30,000 passengers and crew were diverted to airports in Atlantic Canada alone; more were sent elsewhere in Canada. Defence Team members and Military Family Resource Centres at wings and bases throughout Canada—including Camp Aldershot, 12 Wing Shearwater and CFB Halifax, in Nova Scotia; HMCS *Cabot*, 9 Wing Gander and 14 Wing Goose Bay, in Newfoundland and Labrador; and 17 Wing Winnipeg—pitched in to provide shelter and comfort. ♦

Since the attacks of 9/11, DND/CF have made significant investments in security and defence. Some of the key accomplishments include:

- **The modernizing of the CF-18 Hornet fleet to create a more relevant fighter aircraft;**
- **The amendment of the NORAD Agreement, which removed the requirement for formal renewal every four years, and also gave NORAD maritime warning responsibilities in addition to defending North American airspace;**
- **The release in 2008 of the *Canada First* Defence Strategy, which set a path for the CF to be a modern, combat-capable, flexible force, able to defend Canada and Canadian interests at home and elsewhere; and**
- **The commitment of 38,000 CF personnel to join in the UN-mandated, NATO-led mission to Afghanistan to fight the root causes of this attack.**

OPERATION NANOOK 2011
SOVEREIGNTY OPERATIONS IN THE
HIGH ARCTIC

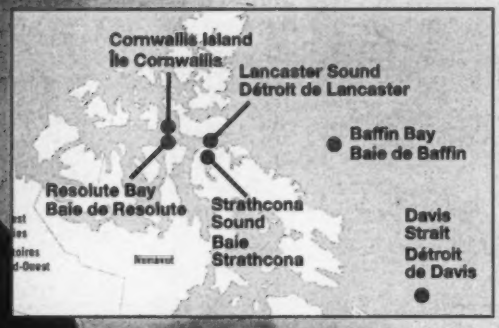
Operation NANOOK 11 was the centrepiece of the three major sovereignty operations the CF conducts annually in Canada's North. Exercising our Arctic sovereignty is a priority of Canada's Northern Strategy. This trio of sovereignty operations serves to demonstrate the Forces' ability to operate efficiently and effectively in the challenging Arctic environment.

NANOOK 11, which ran August 4-22, was a two-part operation. The first comprised sovereignty and presence patrolling by CF personnel at sea, on land and in the air. International partners Denmark and the US also participated.

The second part of NANOOK 11 was to be a Canadian whole-of-government exercise that included a simulated major air disaster and a simulated maritime emergency. That part of the exercise was cancelled because of the tragic August 21 crash of a First Air Boeing 737, just kilometres from the airport at Resolute, Nunavut.

Twelve people on board the plane were killed, and three survived the crash. Due to the proximity of CF personnel to the crash site, they were able to provide immediate and critical assets and support to the three survivors of the crash.

During Operation NANOOK, UAVs were deployed for the first time in the High Arctic. Soldiers from 4 Air Defence Regiment (4 ADR), from CFB Gagetown's Royal Canadian Artillery, conducted a successful flight of the Boeing ScanEagle August 18. The UAV conducted a sea surveillance mission along the western and southern coasts of Cornwallis Island, searching for unidentified vessels and navigational hazards such as icebergs. ◆



In Resolute Bay, port inspection diver LS Krysta Montreuil (front) and clearance diver LS Ryan Burrell inspect a grounded iceberg that could be used as a diving platform.

La Mat 1 Krysta Montreuil (à l'avant), plongeuse d'inspection portuaire, et le Mat 1 Ryan Burrell, plongeur-démineur, inspectent un iceberg échoué pouvant servir de plate-forme de plongée.

PHOTO: MCpl Peter Reed